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GOVERNMENT DOCUMENTS

TOURISM IN THE GREATER HAMILTON AREA

"STRATEGY FOR TOMORROW MEANS ACTION TODAY"



Recommendations by the Hamilton and District
Chamber of Commerce to Stimulate the Growth
of the Hospitality and Tourism Industry in our
Community

JUNE, 1986

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HOSPITALITY AND TOURISM -- A STRATEGY FOR TOMORROW

I INTRODUCTION

The Hamilton and District Chamber of Commerce representing over 800 companies in the Regional Municipality of Hamilton-Wentworth has been the voice of business in the community for approximately 140 years. Its mission statement is as follows:

- * To help build the economy of Hamilton and District;
- * To serve as the voice of the business community of Hamilton and District;
- * To provide a forum for the business community to develop opinions and programs which contribute to social, economic and physical quality of life in Hamilton and District;
- * To promote a society and economy based on private enterprise and concern for the individual;
- * To communicate information on topical subjects of interest to the members;
- * To facilitate business and social contact among members; and
- * To promote Hamilton and District as a good place in which to live, work and visit. (See Append. 1).

During the 1985 - 86 year, the Hamilton Chamber's Board of Directors adopted a three year plan of action centred around the common objective of job creation in the community. The first year's thrust was aimed at youth employment and a very successful and still ongoing program, entitled Youth Trust, was formed within the Chamber to emphasize and promote the awareness of the need for community involvement at the corporate level in providing jobs for our young people.

The second year's thrust during 1986-87 has turned towards the sector of our business community, which proponents report, will be the number one industry in Ontario by the year 2000 -- TOURISM -- the only industry which has demonstrated a great deal of success in creating jobs over the past few years.

The third year will focus on the retail and service sector of our community. However, for the purpose of this document, The Hamilton and District Chamber of Commerce would like to concentrate on the recommendations herein with respect to the development of the Tourism Industry in the Greater Hamilton area. This brief has been prepared by leaders in the Tourism Industry in our community who heeded the Chamber's call to formulate a Hospitality Committee in September of 1985, and who now compose the membership of this committee.

The Board of Directors approved the mandate of this committee (See Append. 2) to which the members are recommending specific actions in this report.

VALUE OF TOURISM

Tourism is an important industry to Canada, Ontario and also to the Hamilton-Wentworth area and should be treated as such by all levels of government.

In Canada, tourism spending is estimated at \$18 Billion in 1984 with Ontario's share registering at \$8.5 Billion. Tourism is Ontario's largest employer offering 345,000 person years in employment, i.e. approximately 12% of the workforce. The largest section relates to the retail and service sector with over 30,000 businesses deriving some or all portions of their revenues from tourist spending.

Tourism in Hamilton-Wentworth translates to 16,000 jobs directly related to the tourism sector with accommodation, food services and recreation being major sources of employment. In addition, transportation and retail trade employ an additional 15,000 persons in the Region.* These totals represent approximately 6% of the

resident labour force directly or indirectly linked to tourism, a large percentage of which provides employment for young people in our community. Expenditures in tourism are conservatively estimated between \$41 - 54 Million in Hamilton-Wentworth according to the Ministry of Tourism and Recreation Ontario Travel Survey for 1982.

*Peter Barnard and Associates, 1986

I PROBLEMS vs OPPORTUNITIES

Hamilton-Wentworth is strategically situated in a country and province where the following trends are key ingredients to a successful marketing program to our primary markets of tourists, (defined as someone travelling more than 25 miles from home for business or pleasure); convention delegates and local residents.

(1) External Awareness

In the United States, the U.S. traveller still perceives Canada as an unsophisticated environment full of lakes, rocks and Mounties. One in eight Americans surveyed in a 1983 Gallup poll conducted by Tourism Canada did not vacation in Canada because they perceived that a Canadian vacation was too expensive. The Longwood Research Study conducted late in 1985 confirmed that, indeed, this attitude still existed and has contributed to the overall lack of consideration for Canadian destinations by American tourists.

The Federal Government's new tourism promotion of "Canada - The World Next Door" is aimed directly at the American resident and inviting them to experience the old and new worlds of a Canadian vacation. In light of recent anti-American opinions in Europe and the threat of terrorism, Canada will benefit with increased traffic this year. The Canadian exchange on U.S. funds has and will continue to play an important role in enticing Americans to visit. However, we should not lose sight of the fact that Canada is perceived to be expensive, especially as it relates to higher taxes on gasoline, alcohol and accommodation.

Hamilton should capitalize on this by promoting to the realistically reachable U.S. border states market of Michigan, Ohio, New York and Pennsylvania. Vertical marketing to convention planners in these areas may also prove a realistic approach to U.S. based conventions to meet in Hamilton.

In Canada, competition for the tourist and convention dollar is extremely fierce and Ontario's Ministry of Tourism and Recreation has recognized the value of promoting Ontario tourism to its sister provinces of Manitoba and Quebec. Hamilton should be aware of these marketing opportunities and, where possible, promote to those Canadian residents most likely to travel to Ontario.

As seen in Appendix 3, convention competition within Canada is also substantial and in order for Hamilton to catch up to the levels of promotion other major cities across Canada are developing, a greater effort must be made in this area, with a substantially higher financial level of spending than is currently executed. Last year only \$135,000 was spent by the Region in promoting meetings and conventions in the Hamilton area. Later in the report we will touch on ways we feel this could be expanded.

In Ontario, the Ministry of Tourism and Recreation's budget is approximately \$20 Million and their new "Ontario - Incredible" theme featuring specific Ontario destinations and experiences may assist Hamilton in promoting itself to other centres in Ontario. 64.6% of the vacationers coming to Ontario in 1982 travelled by car. (Append. 4). Hamilton, being adjacent to one of the busiest corridors in Ontario, has a great opportunity for promoting itself to the over 50,000 automobiles per day that pass over the Skyway Bridge.*

Taxation in the Province of Ontario on such tourist related items such as gasoline, alcohol, food, accommodations, literature, and admissions continues to undermine the competitiveness of the industry and will also be dealt with later in this report.

And finally, at the local level, several problems were identified and

*Ministry of Transportation and Communications, 1985

warrant a closer examination. For example, the committee identified the lack of a cohesive infrastructure to co-ordinate all the activities relating to the Hospitality Industry including conventions, and it is the committee's recommendation that the thrust of tourism promotion should be an all-encompassing one with Tourism and Conventions being under one organizational structure as a separate department of the Region in the short term, but as an independent Bureau organization in the longer term.

The Committee also felt that Hamilton, in the long term, should be promoting the need for additional hotel space in the Region with specific emphasis on the downtown area; but for the short term should be co-operating with the surrounding larger urban centres, i.e. Burlington, Brantford, etc. to attract major conventions to the area.

Hamilton's Airport has long been recognized as a viable vehicle to foster economic growth in the community. Improvements such as a longer runway, "underutilized status" as designated by Transport Canada, and market positioning to serve the Toronto and Niagara areas will improve not only the Airport's image, but Hamilton's as well.

The community's other transportation corridors are in need of better signage, better access to downtown Hamilton and better visitor information servicing.

Finally, on the external side, there is a need to identify Hamilton as a destination. The term "Hamilton-Wentworth" is confusing to many people and such terms as "Metropolitan Hamilton" or "Greater Hamilton" would give the visitor the perception that we are a major area. Although the Chamber is aware of the sensitivities of this suggestion to other municipalities in the Region, it is felt that this overall identification would, in the longer term, benefit everyone in the community.

(2) LOCAL AWARENESS

While addressing all of the external problems and opportunities Hamilton has in promoting tourism, the second most important reason for visitors to come to Hamilton is to visit friends and relatives. In Hamilton 17% of those interviewed on a summer tourist study profile were visiting friends and relatives.* The key then is to promote Hamilton to Hamiltonians in an effort to attract those types of tourist visitations.

There is a lack of positive support about Hamilton by its residents. Although this is slowly changing, there is still a need to create an enthusiastic atmosphere to accept tourists and visitors to our area and to recognize that they are an important part of our economy. In addition, it is important for Hamiltonians to be aware of the many attractions, fine restaurants, events and entertainment facilities that are available in the Hamilton area for them to spend their money locally. A local awareness campaign needs to be implemented to address many of the following examples of lack of knowledge on the importance of tourism.

- Lack of training for Hospitality employees so that Hamilton is perceived as a friendly and service oriented community.
- Poor attitude on the part of some local businesses in giving fair exchange rates when receiving American money from our southern neighbours.
- The need for increased support of the local media to create a positive attitude amongst Hamiltonians about their community and about the value of tourism to our area.

- Low level of awareness in the education system of the job related opportunities that are available in the tourism industry.
- Lack of utilization of waterfront facilities.
- Long term need for additional hotel space and in particular, in downtown Hamilton.

*Peter Barnard & Associates, 1986.

III - SOLUTIONS AND STRATEGY

The problems facing this community can be overcome with a great deal of leadership and co-operation on the part of local governments, local business and residents of this region.

1. TOURISM DEVELOPMENT

The Chamber wishes to put forth its collective recommendations on the promotional efforts of our community in attracting visitors (tourists) to our area and make the following suggestions:

It is recommended that the Region's advertising budget be expanded to provide for print and other media advertising to effect vertical market penetration to those groups best identified by the Region as prime target markets and that this advertising be concentrated in the bordering U.S. States, Ontario, Manitoba and Quebec.

It is recommended that an information centre off the QEW East of Highway 20 should be installed to encourage visitors and that this centre be permanently staffed with Hamilton people.

As a long term action we feel that the Region's Visitor and Convention Services Department should develop a "Lure Brochure" to generate tourism for our area. Related to this we feel that a professionally designed complete guide to Hamilton and area with foldout maps, photos on places of interest including lesser known areas, for example picnic areas, sporting facilities, etc. be produced. This guide can be supported by taxes plus advertising and should be distributed first to all residents of the Region, businesses and through normal tourist distribution centres to reach targeted markets. The Toronto Guide introduced by the Metropolitan Toronto Convention & Visitors Association is a fine example of what Hamilton can do.

It is recommended that the Region consider promoting Hamilton, its attractions and events on a co-operative advertising basis to stretch the advertising dollars of the smaller operations a good deal farther.

The potential of the positioning of Hamilton between the two largest attractions in the Province (Toronto and Niagara Falls) as well as being the hub of Festival Country should also be promoted to capitalize on our position as a stopover point for the hundreds of thousands of visitors who are passing by our community.

The term "Hamilton-Wentworth Region" which is the term by which we are marketed now is confusing, not only to potential visitors but to our citizens as well. It is recommended that the name be changed from Hamilton-Wentworth Region to "Greater Hamilton" which is somewhat unique in Canada as a term identifying a large regional area. It would add to the perception that Hamilton is "Big League".

2. CONVENTION DEVELOPMENT

Although it is the view of the Chamber that conventions and tourism go hand in hand and should be co-ordinated under one bureau, conventions by themselves represent a significant contribution to the Hamilton economy. It is for this reason that we have some specific comments as it relates to a strategy for increasing the number of conventions, meetings, seminars and sports delegates to the Region of Hamilton-Wentworth.

Conventions generated approx. \$16,000,000 in revenue for the Hamilton area in 1982. The local ripple effect, we have been told, of three times the direct expenditures, would give the Greater Hamilton area, revenues of approx. \$48,000,000.*

*Region of Hamilton-Wentworth, 1982.

It is understood that Hamilton must be realistic in going after certain niche markets and those are conventions having no more than 1200 delegates. However, it should be noted that this group represents 71% of all the conventions in North America. Relative to this we are recommending that the main markets for conventions be prioritized in the following areas:

- 1) Ontario Provincial Associations and Corporations
- 2) Canadian National Associations and Corporations
- 3) International Associations and Corporations based in the northeastern United States
- 4) Offshore Associations and Corporations in the future.

In liaison with the various facilities that we have available such categories of conventions that would be attracted to Hamilton are medical, educational, technical, industrial and sports. Consequently, the associations and corporations for these five activities should also be targeted in addition to many other groups in the U.S. and Canada.

We also believe that there is an untapped market locally within our community for various professional or recreational associations and businesses who can invite their associates to Hamilton for meetings, seminars and conventions.

It should be noted that, as mentioned above, exceptions can be made to the proposed marketing thrusts. An example is the 10,000 square dancers that will be visiting Hamilton in 1988. Consequently, our recommendation of better liaison with bordering communities and especially including identifying bed space available through McMaster University will allow us to bring in larger groups in the future. As part of a long term strategy, local government should encourage developers to build additional hotels in the area.

Attached as Appendix 3, is an exhibit indicating the Convention Centre Budgets of various Canadian cities, as well as a listing for all the convention centres available in Canada. It should be noted that in 1982 there was one convention centre (Hamilton) in Ontario and only four in Canada. There are now fourteen in Canada and the competition is heating up. It is only by a first class advertising and promotion campaign, as well as aggressive and innovative marketing that Hamilton will continue to improve its position and image within this Canadian competition.

As addressed earlier, Hamilton, and in particular, Canada has an image problem. Americans regard Canada as cold, expensive and unfriendly. Barbara Jaffe wrote in the Globe and Mail recently, that the U.S. sees Canada as "dull people, and a boring atmosphere, but outstanding scenery; that is Canada, according to Federal surveys of several thousand potential tourists around the world and in the United States". Consequently our strategy to change this image should include extensive media and promotional campaign as follows:

- 1) Full page, full colour first class advertising on the community should appear in vertical magazines such as "Meetings and Convention Centre", "Successful Meetings", "Canadian Associations", etc.
- 2) Similar advertisements should appear in horizontal magazines such as "Time", "Newsweek", etc.
- 3) Direct mail with a quality brochure together with an up to date mailing list should be used. An extensive list should include local association and corporation executives in the Greater Hamilton area who have the capability or means to invite affiliate groups to Hamilton for conventions or meetings.

- 4) Together with our ongoing travel and booth setups, sales calls should be made in the targeted areas for association headquarters of Toronto, Ottawa, etc. Associations and corporations in the northeastern United States should also be targeted and would represent a better market for us.
- 5) These calls and visits should encourage site inspection tours for meeting planners into Hamilton.
- 6) Hamilton's key advantage for attracting conventions is offering "value for money". This should be exploited in advertising and promotion. The City and Regional governments should continue to be involved in soliciting major events to Hamilton.
- 7) As part of this promotion, coverage of lists of target groups are as follows:
 - Corporate meeting decision makers and planners
 - Regional and municipal employees
 - Local unions
 - Local Industries
 - Sales organizations
 - Chapters of Professional Asociations and Fraternal Societies
 - Ontario Professional Association Executives
 - Convention and Meeting Planners
 - Professional Development and Staff Training Officers
 - Trade Show producers
 - Municipal Government Officials
 - Medical and Academic Professional groups
 - National and International Unions
 - Charitable groups
 - Learned Societies
 - National Association and Corporation Executives

There are Federal and Provincial grants available to municipalities who wish to spend money on attracting conventions to Canada and Ontario. A concerted effort must be made to tap these resources and use those funds when available. This is another reason for establishing a visitor and convention bureau with someone dedicated to soliciting conventions as well as researching grant programs to assist in stretching our promotional dollars farther in promotion. By having such a group, as stated earlier, this will avoid duplication and inefficiencies that may occur.

Other ways of attracting attention to our convention and hospitality facilities are to continue such programs as the annual "Market-place", the "Ambassador" program, etc. which, along with improved funding, will help position Hamilton to attract conventions, seminars and meeting of up to 1200 delegates. This, combined with all of our other strategies and tactics can provide an influx of delegate dollars which would ripple through the community to make our region the convention community it is capable of being.

3. LOCAL TOURISM AWARENESS

The Hamilton and District Chamber of Commerce believes that we can be most effective in assisting the promotion of Tourism by working at the local level. Some of the actions to be taken by the Chamber are outlined:

The Chamber is aware of the need to constantly make Hamiltonians aware of what we have to offer for their entertainment. Consequently, the Chamber's magazine will be publishing, in each issue, a list of "What's Happening" for the coming months in the

Hamilton area. In addition the Chamber is writing to major corporations who have corporate newsletters for their employees, and appealing to their sense of civic pride in helping to promote Hamilton to Hamiltonians.

The Chamber is establishing a "Fair Exchange" policy. We are recommending that various restaurants, hotels, and other attractions display this sign and it should also be promoted to American tourists to make them aware that they should patronize those outlets that agree to a Fair Exchange policy which will be up to 5% of the proper exchange rate.

In consultation with representatives of the Region, they believe that they can assist in this endeavour by indicating in their periodic listings of restaurants and accommodation which establishments have agreed to the Fair Exchange principle. In addition, a recommendation has been made that a taped message that is updated daily by the Region for tourists also contain the daily exchange rate.

The Chamber is currently conducting a media campaign to encourage our local radio stations to play public service announcements designed to inform Hamiltonians on the importance of tourism to our community. Copies of these messages are attached as Appendix 5. Most local radio stations have already pledged their support for this suggestion.

In recognition of the need to have properly trained staff in the Hospitality Industry, the Chamber in conjunction with Mohawk College is introducing a "Hospitality Skills Training Course". A copy of the course outline is attached as Appendix 6. Through the T.I.B.I. grant program each course will be offered to the Hospitality Industry for their staff to receive in depth training at a nominal fee to them. In addition, Mohawk College will be expanding this to be part of their regular course curriculum. This type of course can include,

not only people in the Hospitality and Tourism industry, but the many retailers who benefit from the spillover effect of visitors who do their shopping in Hamilton. Other target markets for this type of training are bus drivers, taxi drivers, Regional Police, etc. Included in the course content will be a presentation on Hamilton attractions so that not only will those who come in contact with visitors to Hamilton be able to service them in a friendly and courteous manner, but they will be able to direct them on what is available to see and do in the Hamilton area. Consequently the Chamber has taken a first step in helping improve local awareness to ensure proper training for the employees and to improve the attitude of some of our local businesses.

Other short term solutions are to encourage the media to have a positive attitude towards tourism as well as to encourage our citizens to patronize local attractions. The involvement of The Hamilton Spectator is clearly an important part of this solution, not to mention the support that is currently provided by the various weekly newspapers. It is suggested that from time to time the papers run special "Focus on Hamilton" articles, as well as special travel tabloids which allow the various attractions, restaurants, etc. a very low cost way of promoting their existance and benefits. Another example could be "Hamilton -- A Different Angle" featuring reviews of little known sights in the community.

The Chamber is sponsoring a Hospitality Week and requesting that the Regional Government make an official declaration to this effect. During that week a number of "Open Houses" would be held at hotels and attractions, and in addition, newspaper articles would be requested from the media to make citizens aware of what is happening in their community, and also giving them an opportunity to visit these facilities, many of them for the first time. (Appendix 7)

The Chamber is also recommending that this type of "Open House" approach be done at least once or possibly twice a year, and that in future years, it will become a major event with contests between restaurants and hotels, etc. For example, designing a "Hamilton Cocktail", "Bakeoffs", or even considering having a "Taste of Hamilton" in which all the restaurants be encouraged to display their wares at the Convention Centre or Arena or other such facility to receive large groups of people. This "Sample Hamilton" event can be an annual attraction in itself to make Hamiltonians aware of the variety of fine cuisine that Hamilton has to offer. This project could be co-ordinated in co-operation with the local restaurant association.

As part of the thrust on local enthusiasm, our Chamber and Committee members have reviewed many slogans. We believe that the slogan for Copps Coliseum "Hamilton Has It" says it all. For example, "Entertainment - Hamilton Has It"; "Cultural Attractions - Hamilton Has It"; "Sports - Hamilton Has It"; and the summary of course is that "Hamilton Has It All". (Appendix 8)

In addition, the thrust on local awareness will include other campaigns to heighten the awareness of local citizenry to the importance of Tourism, and it is felt that short term slogans with a comical vein would have more acceptance. It was recommended that we use "Have You Hugged a Tourist Today". This theme could be promoted within the Region by having bumper stickers made available to Cab Companies, City and Regional Vehicles, HSR vehicles, etc.

The Chamber of Commerce congratulates CHCH-TV on their policy of showing area attractions on their "call signal". It has been suggested that CHCH be approached to have the word "visit" dubbed in wherever possible especially pertaining to Hamilton and area sights. This could have a significant impact since CHCH covers a wide viewing audience and could give the community immeasurable assistance by subtly suggesting a visit to the Region.

In the academic field, the Chamber, through its annual Career Day, has introduced the importance of the service and hospitality industry into the school system. To make young people aware of the value of this as a career opportunity, the Chamber will be soliciting support from people in the Hospitality Industry to attend as guest speakers to promote the value of the tourist industry. In addition, special school tours could be encouraged through our major hotels and attractions from time to time.

In terms of both external and local awareness, the Chamber encourages the suggestion of a "Hamilton Ambassador Award" such that those individuals who are successful in attracting major conventions and other groups of visitors to our community be publicly recognized for their efforts.

(k) Locally, we are also recommending a "Hospitality Employee Award" of some kind be established in recognition of people in the Hospitality Industry for their fine efforts, especially for exceptional service above and beyond their duties. It is suggested that "Appraisal Cards" be available in all of our hotels and attractions, including retail outlets which would be returned to a designated body to scrutinize and each month a special award of recognition be given to that Hospitality employee.

(1) In terms of external awareness, it is recommended that the Region consider promoting Hamilton and its attractions on a co-operative advertising venture i.e. the cost of advertising for any single attraction in the Hamilton area would be prohibitive, but if they were all promoted along with other Regional advertising, this would be more cost effective for them.

III - ROLE OF GOVERNMENT

(a) FEDERAL

The Tourism Tomorrow Paper, the consultations with the private sector and the ultimate recommendations put forward by the Minister of State for Tourism and the Tourism Industry Association of Canada are a welcomed step in the right direction towards a unified, co-ordinated, all-Canadian approach to tourism. The recently announced Canada-U.S. Joint Research Project on potential travel markets launched in early April, 1986 will have a positive impact in promoting both Canada and the U.S. to foreign tourists and convention delegates. As previously stated, the federal government's new advertising campaign will do much to dispel the myth that Canada is a cold, unfriendly and unsophisticated place.

However, taxation levels especially as they apply at the Federal level are contributors to the uncompetitiveness of Ontario's Tourism Industry. The fact that the number of visitors to Canada has reduced over the past few years is a direct reflection of this negative perception. (See Append. 9).

(b) PROVINCIAL

As recently as the Ontario Throne Speech of April, 1986 the Provincial Government announced their emphasis on promotion of small business entrepreneurship through an Ontario Investment Network. Increased internal marketing and product enhancement programs as well as a comprehensive Ontario Tourism Strategy all will auger well with Ontario's Tourism Industry. The Provincial Budget of May 1986 gave some support to the industry also with the elevation of threshold limits on allowable meal tax, and no increases in the alcohol and gasoline tax. However, it is the view of The Hamilton & District Chamber of Commerce that these taxation levels are still too high.

Better communications from the Ministry's Research and Advertising Department would provide the private sector with current information on trends, advertising programs, subsidy allowances and research data that may be relevant to their future planning.

Hamilton should also be capitalizing on placement of Ministry advertising re: Convention Centre and Tourism Awareness Campaigns in other Ontario cities to plug into Hamilton tourism ads as well.

Representation should also be made to the Ministry of Tourism and Recreation to encourage provision of additional funds for promotion of tourism in the Hamilton area. At the present time there has been a tendency for the Government to direct funds for signage, etc. promoting those attractions in which they feel either are major traffic generators or in which they have a financial investment. We feel that funds should be spread throughout the Province to assist local areas in their own tourism promotional efforts. The fact that the Skyway Bridge corridor is one of the busiest in Ontario should clearly have a greater emphasis placed on those attractions in the nearby communities, Hamilton included.

The Hamilton and District Chamber of Commerce has expressed concern about the effect of excess taxation on alcoholic beverages and gasoline including taxation on accommodation that makes the tourism and hospitality industry less than competitive with other U.S. destinations. The Chamber is actively pursuing these inequities with the Provincial Government. The assistance of our Regional Government in this effort would be helpful.

Related to the uncompetitiveness of the Ontario Hospitality Industry, the Chamber has recommended in the past that there be a lower student wage, especially for young people in the Tourism Industry. This

would be an incentive for the industry to employ greater numbers of young people. Tourism in the Hamilton area is a major employer of young people, and although our local economy has improved, the unemployment levels of young people under 25 years of age are still unacceptable.

(c) LOCAL (MUNICIPAL AND REGIONAL)

Although the Hamilton and District Chamber of Commerce will continue to pursue needed policy changes at both the Federal and Provincial Government levels, the greatest influence in promoting the Hospitality and Tourism Industry can be effected by our Regional Government. It is the belief of the Hamilton Chamber that our recommendations and those that follow are clearly needed to not only match what other communities are doing in this endeavour, but to catch up to the lost time that we as a community have experienced in creating a positive image that the Greater Hamilton area is a terrific place to live and visit. The following are recommendations that are directed to those in government at the local level to foster increased tourism in the Region.

- 1) Tourism and Conventions should continue to be the responsibility of the Region in the short term, and a streamlined Visitor and Convention Bureau should be established immediately. This organization should be properly funded and its promotional budget should at least match, if not exceed those by other communities on a per capita basis. This separate Tourist and Convention Department should have the responsibility of soliciting, marketing and servicing conventions and tourism throughout the Region and that additionally, they should be charged with the responsibility of implementing and carrying through any recommendations by other organizations including the Chamber of Commerce on an ongoing basis on behalf of the Region. There are currently 14 different groups reviewing Tourism and Conventions in our community and a

properly staffed Tourism and Convention Bureau should be able to liaise with these other groups. It should also be accountable to a Board of Directors composed of politicians, the private sector and those other groups previously mentioned. (Appendix 10).

In the longer term, the Hamilton and District Chamber of Commerce supports the concept of an independent Bureau organization funded partially by local governments but also partially by the private sector.

- 2) As part of this Infrastructure, there is a need for a communications network to exchange information throughout the Tourism and Hospitality Industry. This can be in the form of a monthly news letter or release so that all Hospitality facilities are aware of upcoming events and how they can participate. In the long term an "information data bank" should be encouraged such as "teleguide", etc. This computerized data bank on Hamilton attractions and facilities would allow the various hotels, major attractions and tourists to have information at their fingertips on what is happening in Hamilton, visiting hours, etc.
- 3) Any marketing strategy for our area should be a co-ordinated one. Conventions should not be split off and promoted separately from tourism in general as has been currently recommended. This is counterproductive and a poor attempt to reduce expenditure on convention markets as well as being somewhat unfair to private enterprise.
- 4) Our recommendations need immediate action regarding proper signage on major highways leading into Hamilton and proper transportation networks such as the East/West - North/South Expressway which will help in allowing people to travel through our community rather than around it.

- 5) Related to the above it is recommended that Tourist Booths be improved in terms of image and that additional tourist booths be located on the QEW to help promote our area. In addition to improving the current tourist booths and expanding them in number, there is a need for a downtown tourist booth. To assist in the creation of these additional tourist booths, they could also serve as a reservation centre for anyone travelling in from the outskirts of Hamilton who, for a small fee, could have a room booked at any one of our hotels and motels in the area. The hotel or motel would be required to reimburse the visitor for the fee paid to the tourist booth staff. It is also recommended that the facilities at Confederation Park are somewhat neglected in that, as a major camping park, facilities such as a convenience store or the tourist booth on the grounds is very inadequate.
- 6) It is recommended that the term Hamilton-Wentworth be discontinued other than as a political description and that for promotional purposes related to tourism, that Hamilton be identified as "Greater Hamilton".
- 7) In terms of images, it is recommended that the Hamilton Airport be clearly identified as a "Toronto/Hamilton" Airport. This would be more descriptive of the community's efforts to get an alternative designation to Toronto International Airport. We continue to support the regional government's efforts to extend the runway so as to adequately serve this market.
- 8) It is recommended by the Chamber that the Hamilton Wentworth Regional Police and the Parking Commission through City Hall be approached to improve the awareness of our police officers of

the importance of tourism and that they be sympathetic to visitors who have minor parking and traffic violations; bearing in mind that they are new to the area and are unfamiliar with our one-way street systems, not to mention our many parking by-laws.

- 9) We also recommend that the co-operation of the Police be solicited especially during major events such as "Hospitality Week" to assist the Tourist Industry, as the opportunity permits, by stopping tourists in the Region and rather than giving them a ticket, giving them a certificate naming them "Honorary Citizens". This has been successful in other communities in North America. It is also recommended by the committee that the Police Department, as part of their training and licensing should be given a course in the services and facilities that the area has to offer.
- 10) As stated above, it is recommended that through a properly funded and properly staffed Tourist Department that they band together prime tourist attractions, facilities and events and do co-op advertising which would provide a more significant awareness of just what Hamilton does have to offer.
- 11) We recommend that that the Regional Government should consider a funding formula related to the co-operative promotion of Tourism and Conventions in conjunction with the Visitor and Convention Bureau.
- 12) Other considerations for the Region are that when space is available on the HSR buses for their panel advertising, that a "value of tourism" message be placed there.

- 13) It is recommended that a long term approach be taken to Hamilton area waterfront. This natural setting offers a great opportunity to attract boaters, fishermen, not to mention adding a green belt of parkland and entertainment facilities to offset the negative image of our industrial base. In the immediate future, consideration should be given to additional public boat ramps to bring boaters into Hamilton rather than them having to go to the outskirts of the Region, out to Burlington for this need.
- 14) Facilities such as Copps Coliseum, Hamilton Place, the Hamilton Convention Centre, etc. should not necessarily be mandated to run at a profit, but that their efforts should be appraised on the returns to the total community in terms of increased profitability for the private sector, new sources of employment and additional tax dollars to be returned to the City and Region.

V SUMMARY

In summary, the Hamilton and District Chamber of Commerce believes that the short term and long term strategy of the Region should be to treat expenditures in support of the Tourist Industry as an investment. Clearly the benefits now, and in the future for Hamilton are sizeable.

It should be repeated that our recommendations contained herein require the total support of business, citizens, and Governments at all levels. The initiatives for change must come from our Regional and Municipal Governments in creating a positive attitude that Hospitality and Tourism is a major industry and a contributor to our economy.

We pledge our support to the ongoing efforts of our local governments and will be available to assist in whatever way possible in the implementation of this strategic plan for tomorrow which requires action today.

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

RECOMMENDATIONS FOR THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

ORGANIZATIONAL STRUCTURE

1. That a streamlined Visitors and Convention Bureau Board be established immediately, to be organized with appropriate funding and a promotional budget provided to the Bureau to at least match, if not exceed, those by other communities. In the short term, the Chamber recommends that this Board be a separate function of the Region not tied into the Economic Development Department. In the long term, the Hamilton Chamber of Commerce recommends that the Visitors and Convention Bureau be a separate autonomous body accountable to the private sector.
2. That a "Fund Matching Formula" be established to assist the private sector in its promotion in co-operation with the newly established Visitor and Convention Bureau Board.
3. That as part of the infrastructure, there is need for a communication network to exchange information throughout the Tourism and Hospitality Industry.
4. That Tourist booths in our area be upgraded, if not established as a permanent structure in the long term, and that an additional tourist booth be located on the QEW to help promote our area. It is also recommended that a downtown Information Centre be provided to service convention delegates and local residents. All Centres should be permanently staffed with Hamilton people.
5. That the Visitors and Convention Bureau staff should implement programs that capitalize on grants that are available from the Ministry of Tourism and Recreation to assist in the promotion for conventions.

ADVERTISING AND PROMOTION

6. For promotional purposes, it is recommended that the Hamilton Wentworth Region be described as "Greater Hamilton".
7. That the Region adopt the slogan "Hamilton Has It".
8. That a first class marketing strategy and promotional campaign for conventions in line with our recommendations on Pages 10-14 be undertaken by the newly appointed Visitors and Convention Bureau Board.
9. That the Region promote Hamilton and its attractions on a co-op advertising venture.
10. That the Region concentrate its external marketing efforts to Ontario, Manitoba and Quebec in Canada and the bordering U.S. states of Michigan, Ohio, Pennsylvania and New York.
11. That the Region's advertising thrusts emphasize the positioning of Hamilton between the two largest attractions in Ontario - Toronto and Niagara Falls and in addition, its positioning as the Hub of Festival Country.
12. As part of the Region's commercial plan, that a quality "lure brochure" be created and in addition a "Visitors' Guide" be established to be supported by advertising by the Hospitality Industry.
13. That the Region concentrate its convention marketing thrusts towards the medical, educational, technical, industrial and sports markets of Canada and the U.S.

14. That the Region explore ways to co-operate with the surrounding municipalities of Burlington, Brantford, etc., in the use of their hotel accommodation to entice larger conventions and sporting events to this area.
15. That the Region capitalize on the Ministry of Tourism's advertising to encourage Ontario and out-of-province tourists to visit by piggybacking Hamilton advertising in similar market placements.
16. That the Hamilton Airport be identified as Toronto/Hamilton Airport and that the Region encourage Transport Canada to designate Hamilton as an alternate airport to Toronto.
17. That consideration be given to the HSR buses and other City and Regional vehicles to have advertising on the value of tourism on these vehicles.

PUBLIC RELATIONS

18. That the Region support and fund a "Hamilton Ambassador Award" in co-operation with the Chamber in recognition of those individuals who visit the community and who are successful in attracting conventions. In addition, consideration should be given to a "Hospitality Employee Award" recognizing the efforts of people in the Hospitality Industry.
19. That a public relations program be established with the Hamilton-Wentworth Regional Police as part of the thrust for tourists to perceive Hamilton as a friendly community.
20. That the Region assist with the Chamber's Fair Exchange Program by indicating in their periodic listings of restaurants and motels which establishments have agreed to the "Fair Exchange" principle. In addition, that a taped message about the community available to tourists, be updated daily regarding the current exchange rate.

TOURISM FACILITIES

21. That developers be encouraged to build additional hotel space in Hamilton-Wentworth with emphasis on a major hotel in the downtown area, with a long term strategy to continue to attract conventions to our area.
22. That proper signage from the Ministry of Tourism and Recreation and the Ministry of Transportation and Communications be established on the important Skyway Bridge corridor and around our community. The Provincial Government should financially support some of this construction.
23. In the future a long term strategy should include establishing a computerized information data bank for use in the Hospitality Industry.
24. That the facilities at Confederation Park be immediately upgraded to provide needed facilities such as an improved convenience store and tourist booth for the many campers who visit this site.
25. That, in the short term, additional boat ramps and parking be created on our waterfront area and that the long term Waterfront Development Study be encouraged.
26. That the Region review the problem of bus parking for groups coming into Hamilton for tours, theatre, shopping, etc.

RECOMMENDATIONS FOR THE HAMILTON AND DISTRICT CHAMBER OF COMMERCE

1. That the Chamber's magazine "Panorama" will feature a list of "What's Happening" in coming months as well as brief articles on attractions and events in our community.
2. Related to the above, that the Chamber spearhead an approach to other community businesses and associations who have newsletters to appeal to their sense of civic pride and do similar articles of coming events to help promote Hamilton to Hamiltonians.
3. That the Chamber establish a "Fair Exchange" Program with wheels that would be provided to retailers, restaurants, and other establishments display these signs and that they be promoted to American tourists to make them aware that they should patronize those outlets that agree to a Fair Exchange policy which would be up to 5% of the proper exchange rate.
4. That the Chamber undertake to encourage the local media to promote the benefits of tourism by:
 - a) Radio Stations Community Service Spots
 - b) Tabloids in local papers regarding "Summer in the City" themes
 - c) Front Page of The Hamilton Spectator containing Day's Exchange rate on American dollars as well as daily announcements on radio and television.
 - d) Local papers encouraged to run pictures of little known sights in our community.
 - e) Major local attractions on CHCH-TV Call Signals be redubbed with the word "Visit".
5. That the Chamber support the concept of establishing a "Hospitality Training" program in conjunction with Mohawk College.
6. That the Chamber organize an annual "Hospitality Week" to emphasize tourism to local residents.

7. That the Chamber co-ordinate a campaign to encourage local people to bid for conferences, conventions, meetings, sports-related activities, etc. to be held in Hamilton in the following ways:
 - a) That the Chamber organize a marketplace for local meeting planners and association executives to encourage awareness of what facilities Hamilton has to offer.
 - b) That the Chamber recognize those individuals in the community who go out of their way to assist a visitor and are successful in attracting major conventions, meetings, events, etc. to our community.
8. That the Chamber support the "Hamilton Has It" Campaign and slogan and use where possible.
9. That the Chamber continue to emphasize and expand the importance of tourism as a career through its annual Career Day.
10. That the Chamber continue to press at the provincial and federal government level for reduced taxes on gasoline, alcohol, accommodation and tourist literature as well as reduced minimum wage levels for students.
11. That the Chamber in co-operation with the Hamilton-Wentworth Regional Police promote:
 - a) A "Tourist Arrest" campaign and name on visiting family Honorary Citizens for the day.
 - b) A "Forgiven Policy" for minor traffic and parking violations for out-of-province licence plates.
12. That the Chamber investigate the development of a promotional lure brochure piece similar to the previous "Hamilton-An Adventure in Good Living".
13. That the Chamber undertake to encourage the Provincial Government to simplify the retail sales tax rebate forms and to educate the retailer in their availability and use.

APPENDICES

THE HAMILTON AND DISTRICT CHAMBER OF COMMERCE

MISSION STATEMENT

To help build the economy of Hamilton and District;
To serve as the voice of the business community of Hamilton and District;
To provide a forum for the business community to develop opinions and programs which contribute to the social, economic and physical quality of life in Hamilton and District;
To promote a society and economy based on private enterprise and concern for the individual;
To communicate information on topical subjects of interest to the members;
To facilitate business and social contact among members; and
To promote Hamilton and District as a good place in which to live, work, and visit.

STRATEGIC DIRECTION

The subject of employment in the community will be a strong feature in the future plans of the Chamber and in the 1985-86 term the concentration will be on the youth sector.
There will be efforts expended to stimulate the economy to ensure that people will have opportunities for gainful employment and to avoid the social problems which might occur without these opportunities.
We will explore with other constituencies (Mohawk, McMaster, Labour City, Region) the various means by which small business...the most likely source for developing employment...can be advanced.
There will be an expanded effort on visitations to various high schools throughout the community to ensure that the "business" theme is being presented.
In the future years (beyond the 1985-86 term) emphasis will be placed on the tourism and hospitality sector, including retail, and the creation of new business and industry.

THE HAMILTON & DISTRICT CHAMBER OF COMMERCE

HOSPITALITY COMMITTEE

TERMS OF REFERENCE

This committee would be made up of representatives of that sector of the community which has a direct relationship to the "hospitality industry" and would include hoteliers, restauranteurs, retailers and those involved in hosting people visiting our community.

The Primary roles would be to assist those responsible for the promotion of the area as a place to visit; to assist in the sale and development of conventions and conferences in the area; to help with the provision of training programs for employees of those doing business with visitors as well as the general public and to ensure that the positive aspects of our community are communicated to those responsible for various and assorted publications throughout the province and the country.

STRATEGIES

1. To recommend to the Board of Directors, Chamber positions on various issues related to tourism development and carry forward any action necessary to bring about political change.
2. To review any policy recommendations from the Ontario and Canadian Chambers of Commerce related to the tourism/hospitality industry.
3. To collect, and present to the Hamilton-Wentworth business community, any information related to tourism that will assist companies in our area to increase sales, profits and employment with resulting benefits to the entire community.
4. To develop programs of awareness of the value of tourism/hospitality to our community.
5. To organize hospitality training programs for front-line people in the tourism industry.
6. To encourage the local business community to assist in the sale and development of conventions and conferences to the area.
7. To ensure that Hamilton-Wentworth, its attractions and events receives its fair share of positive publicity coverage.
8. To provide liaison with other outside agencies to develop an aggressive tourism/hospitality industry for Hamilton-Wentworth.

CONVENTION COMPETITION

CANADIAN CONVENTION FACILITIES

<u>cation</u>	<u>Sq. Ft.</u>	<u>Location</u>	<u>Sq. Ft</u>
lgary	44,000	Ottawa	50,000
arlottetown	20,000	Quebec City	50,000
monton	150,000	St. John, N.B.	19,000
ifax	134,000	St./ John's, Nfld.	30,000
milton	60,000	Toronto	290,000
ll	27,000	Vancouver	100,000
ntreal	137,000	Winnipeg	100,000

1984

CONVENTION CENTRE PROMOTIONAL BUDGETS

Edmonton	\$ 490,000
Halifax	402,000
Montreal	1,260,000
Ottawa	419,000
Calgary	330,000
Hamilton	60,000

STATISTICS

*(Millions \$)

NATIONALPROVINCIALCONSUMER SPENDING

Recreational Services (1983)	\$ 5,388.0
Restaurants and Hotels(1983)	13,866.0

EXPENDITURES ON ROAD (1982)

Overnight Trips	\$ 35.5
Restaurants	1,111.8
Vacation	144.6

TRAVEL TO THE U.S. - (Number of People 1982)

- Person Trips ('ooo)	10,266.0	4,147.0
- Person Nights	74,366.0	31,144.0
- Avg.number of nights per trip	7.2	7.5
- Expenditure (Millions \$)	\$ 2,673.9	\$ 1,110.6
- Avg.expense per trip	\$ 244.7	\$ 247.8
- Avg.expense per night	\$ 33.8	\$ 33.0

FOREIGN TRAVELLERS AND EXPENDITURES IN CANADA

No. People - From U.S. - Total ('ooo)	34,407.0 **
- Same Day	21,970.0
- One or more nights	10,462.0
- From Other Countries ('ooo)	1,975.0
Expenditures - (Millions \$)	
- Total	\$ 2,999.0
- Same Day	287.0
- One or More Nights	1,882.0
From Other Countries	826.0

TRAVEL CHARACTERISTICS - CDN.RESIDENTS (1982)

Per Person Trips - Total ('ooo)	10,266.0
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Type of Transportation	
Automobile	64.6%
Plane	27.8%
Bus	5.3%
Other	2.3%

Region of Destination

New England	13.7%
Middle Atlantic	22.9%
South Atlantic	12.2%
East North Central	10.8%
West North Central	5.5%
East South Central	



HAMILTON & DISTRICT CHAMBER OF COMMERCE

RADIO SPOTS

TOPICS:

- FAIR EXCHANGE
- PATIENCE ON ROADS
- CONVENTION BIDS
- IMPACT
- LICENSE PLATES

ANNOUNCER: TOURISTS IN HAMILTON-WENTWORTH! YOU BET!

AT THIS TIME OF YEAR YOU CAN SPOT THEM
EVERYWHERE.

ON OUR ROADS, IN OUR RESTAURANTS AND STORES,
LOUNGING BY POOLS AT HOTELS AND MOTELS...
GENERALLY HAVING A WONDERFUL TIME.

THE HAMILTON AND DISTRICT CHAMBER OF COMMERCE
URGES YOU TO HELP THEM MAKE THEIR STAY WITH US
EVEN MORE PLEASANT. BE PATIENT WHEN THEY ARE
DRIVING SLOWLY AND CAUTIOUSLY IN THE CAR AHEAD
OF YOU.

HELP THEM TAKE AWAY OUR BEST SOUVENIER GIFT...
A PLEASANT MEMORY.

ANNOUNCER:

TOURISTS IN HAMILTON-WENTWORTH! YOU BET!

THEY COME AND THEY GO BUT THEY LEAVE BEHIND
50 MILLION DOLLARS ANNUALLY.

AND THE JOBS OF 30 THOUSAND HAMILTON-WENTWORTH
RESIDENTS DEPENDS ON THOSE DOLLARS.

THINK OF FAMILY AND FRIENDS WHO WORK IN A
HOTEL OR MOTEL, RESTAURANT OR RETAIL STORE,
GAS STATION OR ATTRACTION. THEIR JOB MAY VERY
WELL DEPEND UPON OUR ABILITY TO ATTRACT TOURISTS.

THE HAMILTON AND DISTRICT CHAMBER OF COMMERCE
URGES YOU TO "MAKE OUR VISITORS FEEL WELCOME" . . .
HELP THEM TAKE AWAY OUR BEST SOUVENIR GIFT . . .
A PLEASANT MEMORY.

ANNOUNCER:

CONVENTIONS MEET IN HAMILTON-WENTWORTH!

YOU BET!

31,000 DELEGATES ATTENDED DOZENS OF
CONVENTIONS HERE LAST YEAR AND THE IMPACT
OF THEIR SPENDING ALONE HAS BEEN ESTIMATED
AT 40 MILLION DOLLARS.

AND MORE ARE COMING EVERY YEAR...MORE PEOPLE...
MORE DOLLARS.

THE HAMILTON AND DISTRICT CHAMBER OF COMMERCE
URGES YOU TO GET ON BOARD AND GET INVOLVED
IN THIS MASSIVE COMMUNITY EFFORT.

INVITE THE ASSOCIATION OR GROUP YOU BELONG
TO, TO MEET HERE...AND THE BEST SOUVENIR
THEY WILL TAKE AWAY WITH THEM WILL BE
ABSOLUTELY FREE...A PLEASANT MEMORY.

ANNOUNCER:

TOURISTS IN HAMILTON-WENTWORTH! YOU BET!

DIFFERENT COLOURED LICENSE PLATES ARE BEGINNING
TO BE SEEN EVERYWHERE IN OUR REGION. FROM
MANITOBA AND MINNESOTA, SASKATCHEWAN AND
SOUTH DAKOTA, ALBERTA AND ALABAMA..THEY ARE
HERE TO SEE OUR ATTRACTIONS, VISIT WITH FRIENDS
AND ENJOY OUR HOSPITALITY.

THE HAMILTON AND DISTRICT CHAMBER OF COMMERCE
URGES YOU TO MAKE THEIR STAY WITH US AS PLEASANT
AS POSSIBLE.

HELP THEM TAKE AWAY OUR BEST SOUVENIR GIFT...
A PLEASANT MEMORY.



HAMILTON & DISTRICT CHAMBER OF COMMERCE

HOSPITALITY TRAINING COURSE OUTLINE

IN CO-OPERATION WITH
MOHAWK COLLEGE

EVENT:

A customer contact program designed for customer contact people.

OBJECTIVE:

To provide the needed skills required to:

- (a) enhance the image of individual organizations,
- (b) enhance the image of Hamilton/Wentworth relative to it being a world class centre, and
- (c) provide individuals in the hospitality/tourist industry with skills that will improve their image as well as giving them an opportunity to increase their income and professionalism.

FORMAT:

This presentation will outline two types of formats for the program. The first is a one day workshop and the second is a four part three hour program. Regardless of the format selected, a certificate of successful completion would be issued to the participants.

PROGRAM/SEMINAR OUTLINE:

The Chamber of Commerce and Mohawk College are pleased to offer this program (seminar, if appropriate) to further enhance excellence in customer/tourist relationships needed to keep Hamilton/Wentworth a world class centre where people would have a desire to return.

Regardless of your business or position, a positive closeness to your customer brings the person back for repeat business, as well as others hear about your excellence and they represent further growth to your organization and community.

WHO SHOULD ATTEND?

This program (seminar) is intended for those people on the front line dealing with customers directly. The objective from a personal standpoint is to provide meaningful relevant training that can be applied immediately which will generate the possibility of more income. From a community standpoint a significant increase in business will be realized.

SEMINAR OUTLINE (6 HOURS)

PART ONE: UNDERSTANDING CUSTOMER MOTIVATION.

TIME: 1 1/2 HOURS

This part of the program will review the motivation of customers. It will provide insights in the following:

1. The good customer service is a must.
2. How customers think.
3. A look at the different types of customers.
4. What brings customers back?
5. Customer perceptions.
6. Why excellent customer relations work.
7. Discuss the critical skills and techniques required for good customer service.
8. What is in it for you?

Group discussions, lecturing and a film entitled, Who Is The Customer?, will be used in this section of the program.

PART TWO: COMMUNICATIONS

TIME: 1 1/2 HOURS

The thing you do most in your life is communicate. This portion will reinforce the importance of effective communication in the hospitality industry. It will cover the following:

1. Define communications.
2. The extreme importance of effective listening.
3. Body language and how the non-verbal message sends out the real message.
4. How good manners and courtesy make or break an organization or service.
5. How team work needs effective communications.
6. Learn why the customer judges your Company by the way you communicate.
7. Learn the most powerful skills needed to communicate positively to the customer.

A film entitled, You're Not Listening, a lecture and group activities will be used to reinforce this part of the program.

PART THREE: HANDLING CUSTOMER COMPLAINTS AND HOW CUSTOMERS SHOW THEIR APPRECIATION.

TIME: 1 1/2 HOURS.

When a customer complains, you better listen. One of the biggest problems in business today is handling effectively customer complaints. This section of the program will deal with:

1. The skills and techniques required to handle complaints effectively.
2. Why customers complain.
3. How to turn the complaint to an opportunity.
4. Why customers quit.
5. The sign of good service.
6. Service is the name of the game.
7. Why sales are lost.
8. The importance of repeat business.

This section is lecture style with reinforcement through a case study to be done by the group.

PART FOUR: THE HAMILTON/WENTWORTH COMMUNITY.

TIME: ONE HOUR

The final part of the program will review with the participants information on the community they are serving as well as a review of the activities available in the area. Topics covered will be:

1. Statistics on Hamilton/Wentworth
2. Current attractions
3. A look into the future
4. A look at our past

This part of the program will be lead by people involved in the community and will be reinforced by student hand-outs on Hamilton/Wentworth.

A student package will be provided to the participants so that they can refer to the major points learned in this program. i.e. notes on communications, notes on customer motivation, notes on handling customer complaints, information kit on Hamilton/Wentworth.

As mentioned earlier the format above could easily be converted into a four session (three hours each) night school style of program or an on-the-site program for individual companies.

Obviously this is a draft and I welcome your suggestions/modifications.

Thank you,

Dan Glover

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THE HAMILTON AND DISTRICT CHAMBER OF COMMERCE

"HOSPITALITY WEEK"

JUNE 16-22, 1986

FRIDAY JUNE 16

HAMILTON HAS IT Seminar presented by Hamilton Entertainment, Convention Facilities Inc. (HECFI), Hamilton Convention Centre, all day.
NOTE SPEAKER: Hon. Jack Murta, Minister of State for Tourism. Registration information available by calling 527-7900.

WEDNESDAY JUNE 18

Hospitality Open House & Tours - The Tourism Industry in the Hamilton-Wentworth area invite the public to tour and visit free of charge today at the following locations:

Holiday Inn of Hamilton)	
The Royal Connaught Hotel)	- Continuous guided tours leaving the front
The Sheraton Hamilton)	- lobby from 2:00 p.m. - 6:00 p.m.
The Ancaster Old Mill	-	Continuous tours from 12:00 noon - 8:00 p.m.
The Art Gallery of Hamilton	-	10:30 a.m.
The Hamilton Museum of Steam and Technology	-	11:00 a.m. - 4:00 p.m.
Confederation Park & Wild Waterworks	-	\$1.00 off entrance - all day
Dundurn Castle)	
The Children's Museum)	11:00 a.m. - 8:00 p.m.
Whitehern)	
Hamilton Military Museum)	
Canadian Football Hall of Fame and Museum	-	10:00 a.m. - 4:00 p.m.
Flamboro Downs	-	Complimentary admission coupons available at other participating attractions
Hamilton Place	-	Tours on the Hour, 11:00 a.m. - 4:00 p.m. Stage Door
Royal Botanical Gardens	-	All Day
Macassa Bay Boat Cruise	-	1, 2, & 3 p.m. (45 min. cruise) \$5.00 admission 7:00 p.m. (2 hour cruise) \$8.50, pier 4
Hospitality Skills Training Course	-	"Management Seminar" 5:30 p.m. Chamber Dining Room

FRIDAY JUNE 19

Sidewalk Sale, Downtown BIA

SATURDAY JUNE 20

Midnight Sidewalk Sale, Downtown A, Street Dance and Patio Party "MIDSUMMER MADNESS" Backstage sh, Hamilton Place, Great Hall Stage, :00 noon - 2:00 p.m. For more formation call the Art Gallery at 7-6610

SUNDAY JUNE 21

Hamilton & District Chamber of Commerce Membership Breakfast with Guest Speaker: Dan McLean, CHCH-TV. Topic: "DAN MCLEAN'S HAMILTON". Chamber of Commerce Dining Room, 8:00 a.m.

SATURDAY JUNE 21

Celebrations in Core Park continue, Downtown BIA

SUNDAY JUNE 22

Hamilton Corporation Challenge, McMaster University, all day. Free Admission.

C O N V E N T I O N S

Hamilton Has It

S P O R T S

Hamilton Has It

C U L T U R A L A T T R A C T I O N S

Hamilton Has It

M U S E U M S

Hamilton Has It

F I N E R E S T A U R A N T S

Hamilton Has It

A C C L A I M E D H O T E L S

Hamilton Has It

W O R L D C L A S S E N T E R T A I N M E N T

Hamilton Has It

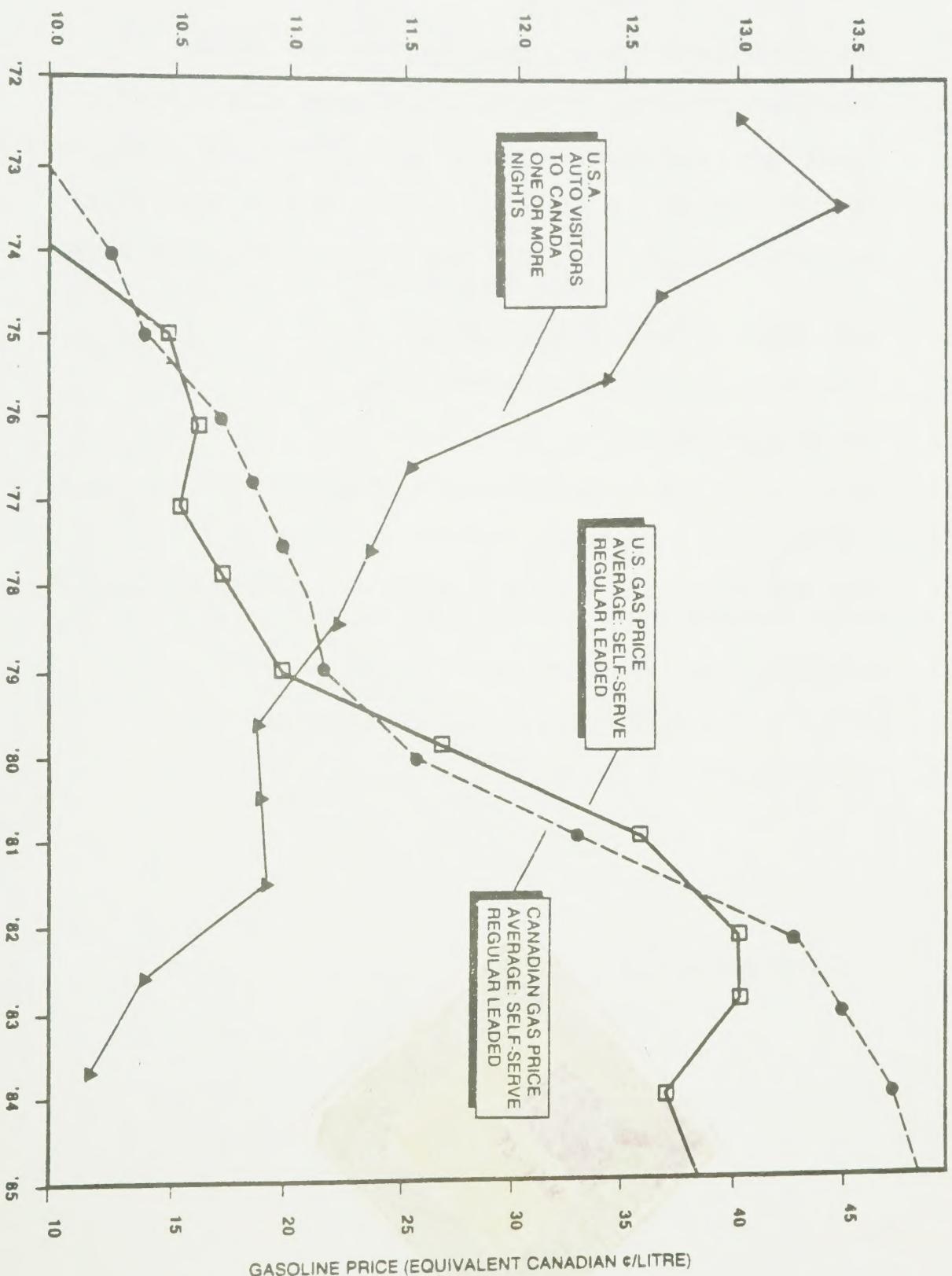
F R I E N D L Y P E O P L E

Hamilton Has It

H A M I L T O N H A S I T A L L !

U.S. VISITORS TO CANADA (MILLIONS) ONE OR MORE NIGHTS

AVERAGE GASOLINE PRICE
CANADA AND UNITED STATES
U.S. AUTO VISITORS TO CANADA (ONE OR MORE NIGHTS)



ORGANIZATIONS INVOLVED IN TOURISM FOR HAMILTON-WENTWORTH

1. HAMILTON-WENTWORTH REGIONAL MASTER PLAN GROUP
2. HAMILTON-WENTWORTH INTERIM CONSULTANTS MASTER PLAN
3. C.L.E.A.R. (CULTURE, LEISURE, EDUCATION, ARTS & RECREATION)
4. HAMILTON-WENTWORTH REGION'S TOURISM ACTION COMMITTEE
5. CITY OF HAMILTON - CULTURE AND RECREATION MASTER PLAN
- ARTS TASK FORCE
6. HAMILTON-BAY AREA TOURISM GROUP
7. DOWNTOWN BUSINESS IMPROVEMENT AREA
8. THE CONVENTION ACTION COMMITTEE
9. HECFI (HAMILTON ENTERTAINMENT & CONVENTION FACILITY INC.)
10. THE HAMILTON & DISTRICT CHAMBER OF COMMERCE
11. HAMILTON-WENTWORTH REGION'S ECONOMIC DEVELOPMENT COMMITTEE
(I.E. VISITOR AND CONVENTION SERVICES)
12. FESTIVAL COUNTRY TRAVEL ASSOCIATION
13. ZONE 9 - HAMILTON HOSPITALITY ASSOCIATION
14. CREATIVE ARTS

